

Executive Summary

The *FY98 Annual Evaluation* assesses the health of Army's civilian personnel system -- from the morale, quality and representation of the workforce to the effectiveness of personnelists and managers. Where possible, performance was measured against objectives. For some indicators, where objectives were not available, we compared Army performance against DOD and Government-wide data. Whenever possible, we used historical data for perspective. Key findings are reported below.

Cost/Efficiency

- Streamlining efforts reduced the number of operating-level personnelists. However, the number of administrative support employees in operating personnel offices increased slightly.
- Civilian strength drew down rapidly. Actual FY98 civilian strength (military function) was 2,500 below the target number of 235,500 employees.
- The ratios of operating-level personnelists (both with and without administrative support employees) to serviced population did not increase in FY98.
- As measured by the CPOC Productivity Reporting System (CivPro), productivity (per personnelist and per serviced employee) declined somewhat.

CPA Effectiveness

- Customer satisfaction ratings dropped by two percent. This confirms that the major drop noted last year was not an anomaly.
- We met objectives for
 - Regulatory and procedural compliance of the management-employee relations program
 - HQ ACPERS data quality
- We did not meet objectives for
 - Timeliness of benefits processing
 - Regulatory and procedural compliance of the staffing program
- Although we published no FY98 objective for the timeliness of filling jobs, timeliness appeared to be getting worse towards the end of the FY.

Management Effectiveness

- Management did well in the following areas:
 - Labor-management relations

- Controlling Federal Employees Compensation Act claims and costs
- Meeting senior grade objectives
- Management did not meet objectives in the following areas:
 - Grade and assignment accuracy
 - Regulatory and procedural compliance of the performance evaluation program
 - Estimating ACTEDS intern needs and executing allocated resources
 - Identifying emergency essential employees and positions

Work Force Morale

- Attitude surveys showed low morale. Employee morale dropped by three percent; supervisor morale was unchanged.
- Grievance data were conflicting, with a decline in administrative grievances but an increase in negotiated grievances.

Work Force Quality

- The education level of civilian Army employees has been reasonably constant since FY91. Army's education level was similar to that of DOD but was lower than that of the Federal Government.
- The rate of incentive awards has been reasonably constant since FY96. Army's incentive award rate was higher than the Federal Government rate, but lower than the DOD rate.
- The rate of disciplinary and adverse actions has been reasonably constant since FY93. Army's rate of disciplinary and adverse actions is lower than the rates in DOD and the Federal Government.

Work Force Representation

- Army's percentage of minority employees was approximately the same as last year's. The percentage has increased slightly since FY90. It was similar to the DOD percentage but lower than that of the Federal Government.
- Army's percentage of female employees was approximately the same as last year's. The percentage has decreased since FY90. It was still slightly higher than the DOD percentage but lower than that of the Federal Government.
- Army's percentage of disabled employees was the same as last year's. The percentage increased slightly between FY90-92 and has slowly declined since. It was slightly lower than the DOD percentage but higher than that of the Federal Government.